BRITISH
COLUMBIA
ARTS COUNCIL

Service Plan

2003-2006

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Overview of the BC Arts Council

The British Columbia Arts Council is a provincial agency established under the *Arts Council Act* to provide:

- Support for the arts and cultural community in British Columbia;
- An opportunity for people to participate in the arts; and
- An open, accountable and impartially administered process for managing provincial funds.

Through the British Columbia Arts Council, the Province exercises its responsibility to provide programming that assists artistic and cultural activity. The programs offered through the Council can be grouped as:

- Professional Arts and Cultural Development;
- Community Arts Development;
- Touring;
- Arts Awards for Individuals;
- Publishing; and
- Sustainability.

In combination, these programs support community and professional arts and cultural organizations and individual artists, as well as encouraging greater access to cultural and artistic experiences throughout the province.

In performing its duties, the British Columbia Arts Council must:

- Consult with artists, arts and cultural organizations, governments and other interested communities;
- Allocate the money appropriated annually by the Legislature; and
- Support arts and culture through public education, conducting research, advocacy, awarding grants, and providing information on the Council and arts and culture in British Columbia.

The Council consists of up to fifteen (15) members who are broadly representative of the regions, cultural diversity and artistic communities of British Columbia. The Lieutenant Governor in Council designates the chair and vice-chair of the Council as well as appointing members.

Administrative and program support for the British Columbia Arts Council is provided by the Cultural Services Branch of the Ministry of Community, Aboriginal and Women's Services.

Strategic Context

Vision

The vision for the British Columbia Arts Council is:

All British Columbians fully participating in a healthy arts and cultural community that is recognized for its excellence.

Mission

In keeping with this higher-level strategic direction, the mission for the Council is:

The British Columbia Arts Council supports the arts and cultural community to enable it to achieve its creative, social and economic potential by providing financial assistance, advocacy and public education.

Fundamental Beliefs

A set of fundamental beliefs governs the British Columbia Arts Council's involvement with arts and culture and consists of:

- ☐ The belief that a vibrant arts and cultural community is essential to a healthy society;
- ☐ The belief in artistic excellence;
- ☐ The belief in inclusiveness; and
- ☐ The belief in diversity of artistic practice in all art forms.

The Council is further governed by its:

- ☐ Desire to embrace the future while seeking to preserve our past;
- ☐ Belief in transparency and accountability; and
- ☐ Adherence to the principles of equality, merit and independence.

Goals

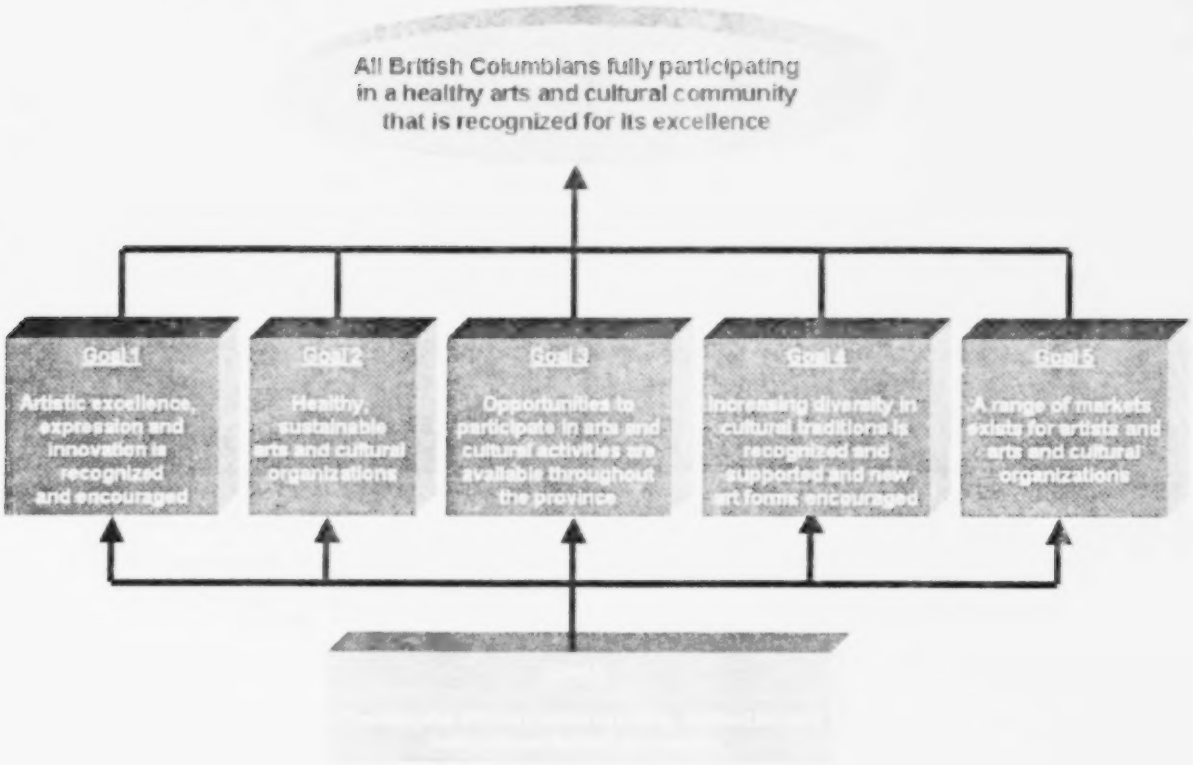
Goals that serve to describe the desired results for the British Columbia Arts Council as it aspires towards achieving its vision are as follows:

1. Artistic excellence, expression and innovation are recognized and encouraged.
2. Healthy, sustainable arts and cultural organizations.
3. Opportunities to participate in arts and cultural activities are available throughout the province.
4. Increasing diversity in cultural traditions is recognized and supported and new art forms are encouraged.
5. Markets for artists and arts and cultural organizations are developed.

In achieving the above goals, it is necessary for the Council to continually improve upon, and learn from, its performance. To reflect this, an additional goal that is more internal in perspective has been established:

6. Effective and efficient administrative, evaluative and policy development processes.

The chart on the following page shows this interrelationship between the vision and goals for the British Columbia Arts Council.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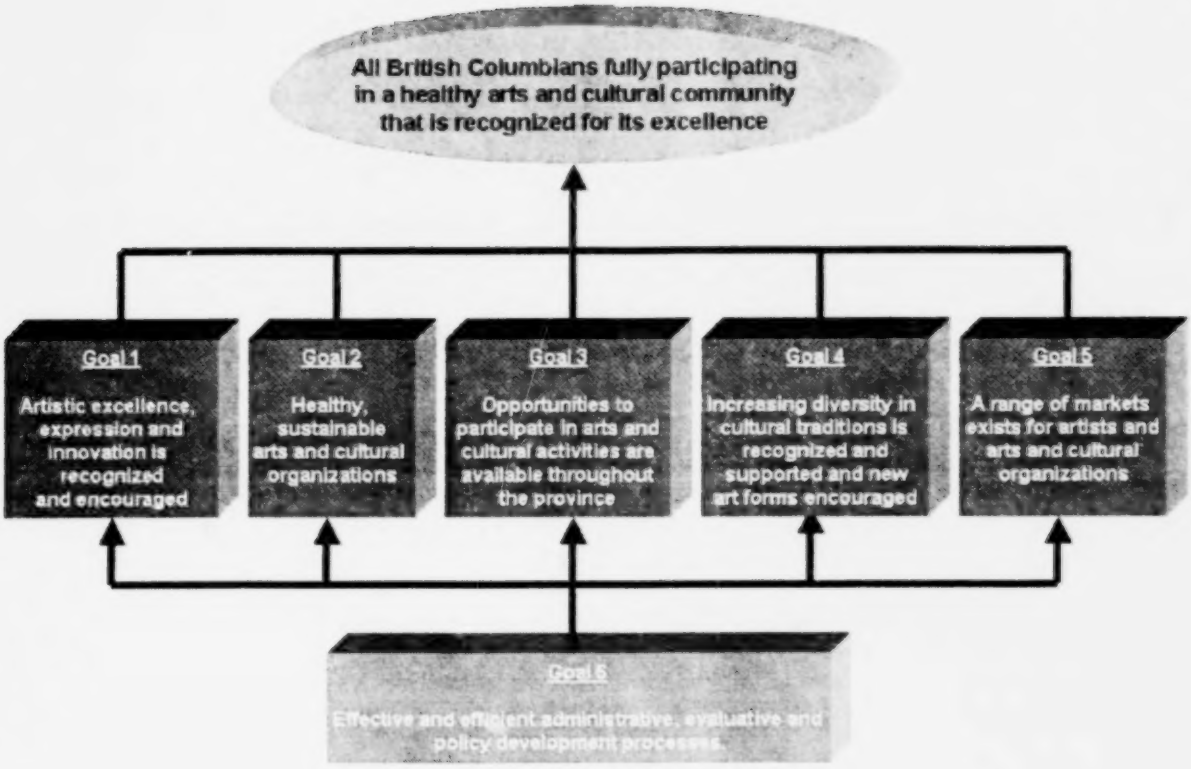
Goal 1
Artistic excellence, expression and innovation is recognized and encouraged
Goal 2
Healthy, sustainable arts and cultural organizations
Goal 3
Opportunities to participate in arts and cultural activities are available throughout the province
Goal 4
Increasing diversity in cultural traditions is recognized and supported and new art forms encouraged
Goal 5
A range of markets exists for artists and arts and cultural organizations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Goal 6
Effective and efficient administrative, evaluative and policy development processes

Planning Context

As a provincial agency, the British Columbia Arts Council has the responsibility to serve the people of British Columbia by supporting the province's arts and cultural community. As with the rest of society, the arts and cultural community has been subject to forces of change. This creates both opportunities and challenges for the Council that impact upon its ability to achieve the vision, goals and objectives as identified in this plan.

Key Challenges and Risks

1. The rapid pace of technological change

Technological change, particularly digitalization, has had an impact on the cultural sector, including the means of production, the products and their distribution channels. These changes are transforming the cultural sector. Given the pace of the technological change, the acquisition and upgrading of professional skills are generally recognized as a priority but educational, professional development and mentoring opportunities remain limited.

A trained, technologically proficient labour force is critical to continued artistic excellence. Artists will require support to incorporate new technologies in the creation and distribution of artistic product.

2. Demographic trends and urbanization

As British Columbia becomes an increasingly urban province, resource based rural communities are experiencing greater economic difficulties and population loss. These present a significant challenge to the British Columbia Arts Council as it attempts to balance the growing needs and potential demonstrated by urban-based organizations with the desire to ensure that cultural opportunities remain available throughout the province.

The demographic composition of British Columbia has also changed dramatically. This has enriched the province and provided opportunities for British Columbians to experience the art and traditions of many diverse cultures. Neither our cultural institutions nor Council programming has kept pace with this cultural and demographic change. As a consequence, not all cultural traditions are included in public programs and the potential that they represent for social and economic growth remains unrealized.

3. Limited investment in arts and culture

Cultural vitality is largely dependent on investments in creative projects and activities. While the cultural community remains committed to the creation of new works, ongoing financial support of arts and

culture is needed. This is a responsibility shared by the federal and provincial governments. The Government of Canada, the sector's principal investor, has traditionally under-invested in BC. Furthermore, the Province remains constrained in its ability to financially support arts and culture.

This creates a risk that creative talent will leave the province for other jurisdictions. In response, the benefits of investing in the arts must be clearly articulated, and opportunities for joint federal - provincial ventures must be explored.

4. Sustainability of arts and cultural organizations

Arts and cultural organizations are undercapitalized, and instabilities exist across the sector. The resulting loss of artistic product and the growing conservatism in organizational decision-making further reduce opportunities for developing artists. In addition, the experienced managers of British Columbia's cultural institutions are ageing, and many will retire in the next several years. Several senior arts organizations have recently had to recruit beyond British Columbia for management talent. Unattractive working conditions, including low remuneration and uncertain security, further increase the difficulty in filling managerial positions. Addressing these challenges will require public policy and programming focuses on developing financially healthy and sustainable organizations and on ensuring appropriate managerial and governance capacity, particularly at the board level.

5. Audience development

The development and maintenance of audiences for cultural organizations is a continuing challenge. A variety of factors, including cultural diversity, competition from other media, time availability and cost, all contribute to the complexity of sustaining the audience base.

The education system must provide early and continuous exposure to the arts if future audiences are to be developed.

6. Public policy priorities

The needs of health care, education and public security are important components of the Canadian public policy agenda. The financial demands of these systems are so significant they are overwhelming other public program areas, including culture. Policy initiatives intended to encourage economic transformation frequently do not consider the potential contribution of the arts. Arts and culture can contribute to the achievement of these broad social and economic objectives, but the public policy case must be effectively and consistently advanced.

Ongoing expansion of public sector initiatives designed to provide more quantifiable public accountability and transparency are imposing new demands on the Council and its resources as well as increasing the reporting requirements on Council clients.

Key Opportunities

1. The continuing transformation to a knowledge-based economy

The global economy has continued to transform from one based primarily on the manufacturing and exchange of goods to one dominated by the provision of less tangible services, particularly the exchange of information. This transformation has resulted in opportunities for artists and for arts and cultural organizations to play central roles as communicators and creators.

2. Leveraging of federal government investments and mandate

The federal government spent approximately $2.8 billion in support of cultural activities and institutions in 1999/2000. Of this amount, approximately $150 million or 5% was spent in British Columbia. The federal government has exclusive jurisdiction and regulatory authority in key areas such as broadcasting and copyright law.

Encouraging federal spending in BC remains an objective of the British Columbia Arts Council.

3. Public policy contribution

Health care is the most critical public policy issue facing Canada. It occupies a central place in public discourse because of its importance to Canadians and because it accounts for a substantial and growing portion of public expenditure. There is considerable evidence that arts and culture can contribute to improving the effectiveness of health care and to reducing the demands placed on the health care system.

4. Growth in cultural tourism

Cultural tourism is presenting new opportunities for the province to benefit from cultural activity. Development in this area is particularly appealing as cultural tourism can provide benefits throughout the province.

Cultural tourism is among the fastest growing components of the tourism industry and this growth is expected to continue. Success in this area, however, depends on the availability of authentic, quality cultural product. Investment in organizational and capital infrastructure is required to realize the sector's potential.

■

Considerable opportunities exist for arts and cultural growth, but significant challenges also remain. The British Columbia Arts Council must build on these opportunities, and address the challenges, as it supports the arts and cultural community to flourish in a rapidly changing economic and social environment.

Goals, Objectives, Strategies, Measures and Targets

Goal 1: Artistic excellence, expression and innovation are recognized and encouraged.

Objectives:

- ☐ An adjudication process that identifies and supports artistic excellence in communities throughout the province.
- ☐ Opportunities and resources for artists and creators to train, experiment and create, and reach an audience.

Strategies	Performance Measures	Targets
(a) Maximize the diversity and professionalism of input into decision making processes of the Council. (b) Maintain excellence as a standard for the adjudication process. (c) Provide financial support to enable artists to train, experiment and create across the province. (d) Allocate financial resources to program areas that are most effective in supporting the development of arts and culture throughout BC.	■ Level of engagement of professional expertise. ■ Number of applicants for support. ■ Number of award recipients. ■ Success rate of applicants. ■ Funds distributed by type of activity and by region. ■ Number of communities benefiting from BC Arts Council activity.	■ All regions are represented on an annual basis in the adjudication process and in Council awards. ■ On an annual basis, an average of 25% of applications for creative projects is supported.

Goal 2: Healthy, sustainable arts and cultural organizations.

Objectives:

- ☐ A funding process that recognizes and supports arts and cultural organizations' potential to contribute to the province's arts and cultural development.
- ☐ An adequate funding base for arts and cultural organizations.
- ☐ Supportive public policies and programs for arts and cultural organizations in British Columbia.

Strategies	Performance Measures	Targets
(a) Provide an independent, professional adjudication process that can respond to the needs of arts and cultural organizations. (b) Provide timely, reliable and sustainable funding for organizations. (c) Establish multi-year operational funding models. (d) Influence provincial policies that affect arts and cultural organizations.	■ Percentage of sustaining grant clients that receive notification of awards prior to their fiscal year. ■ Sectoral assessments of arts and cultural organizations based on the professional review of BC Arts Council adjudicators. ■ Financial health of arts and cultural organizations (change in total net financial position for sampled organizations). ■ Existence and nature of multi-year operational funding models. ■ Number and type of government and regional forums and meetings that involve representation from the BC Arts Council.	■ On an annual basis, a minimum of 75% of sustaining grant clients receive awards notification prior to their fiscal year. ■ Subject to provincial budget approvals, three-year operational funding program developed in fiscal 2004/05. ■ Two (2) regional public forums are hosted in fiscal 2003/04.

Goal 3: Opportunities to participate in arts and cultural activities are available throughout the province.

Objectives:

- ☐ Programs are accessible to organizations and individual artists province-wide.
- ☐ Arts opportunities exist in communities where geographic, economic or other factors limit access.
- ☐ Awareness and appreciation of arts and culture in BC schools.

Strategies	Performance Measures	Targets
(a) Provide financial support for touring artists and school presentations. (b) Support organizations and artists located in all of the regions. (c) Promote awareness of BC Arts Council programs and opportunities in regional communities. (d) Develop a regional strategy for arts and culture.	■ Funds distributed by type of activity and by region.* ■ Level of engagement of professional expertise from regional communities. ■ Existence and nature of a regional strategy for arts and culture.	■ All regions are represented on an annual basis in the adjudication process and in Council awards.* ■ A regional strategy for arts and culture is prepared by 2004/05.

* This measure and target also support the first goal for the British Columbia Arts Council.

Goal 4: Increasing diversity in cultural traditions is recognized and supported and new art forms are encouraged.

Objectives:

- ☐ Broader and diversified cultural traditions and artistic practise is available to the public.
- ☐ Opportunities exist for artists to interpret, explore and create using new technologies and art forms.

Strategies	Performance Measures	Targets
(a) Ensure the adjudication processes, funding and program guidelines: ▪ Encourage participation by artists of diverse cultural traditions; and ▪ Reflect evolving creative practices. (b) Develop a strategy to engage diverse cultural communities.	■ Summary of the range of cultural communities included in the adjudication process. ■ Summary of evolving creative practices supported by the adjudication process. ■ Summary of the Council's efforts to ensure program flexibility to accept innovation. ■ Existence and nature of a strategy for engagement of cultural communities.	■ A strategy for engagement of diverse cultural communities is prepared by 2004/05.

Goal 5: A range of markets exists for artists and arts and cultural organizations.

Objectives:

- ☐ Artists and arts and cultural organizations are assisted to reach new markets and develop new products and services.
- ☐ National and international recognition of BC artists and BC arts and cultural organizations.

Strategies	Performance Measures	Targets
(a) Support touring (market) development and attendance at international showcases. (b) Support professional arts events in schools and communities throughout the province. (c) Support professional development for artists.	■ Summary of international markets developed and artists supported for international touring. ■ Summary of awards and recognition achieved by BC artists and cultural organizations. ■ Number and geographic distribution of performances and residencies by artists throughout the province. ■ Summary of professional development opportunities provided by the Council.	■ The measures described in support of these objectives and goals do not lend themselves to a pre-determined target.

Goal 6: Effective and efficient administrative, evaluative and policy development processes.

Objectives:

- ☐ An effective policy and program development process.
- ☐ Cost effective program administration.
- ☐ An equitable, transparent and accountable adjudication process.

Strategies	Performance Measures	Targets
(a) Ensure equitable access to BC Arts Council programs. (b) Provide an independent and merit based evaluation process. (c) Regularly evaluate the effectiveness of BC Arts Council programs. (d) Develop a technology based platform for on line access to BC Arts Council applications and program materials. (e) Manage the costs associated with administration of BC Arts Council activities and delivery of funding.	■ Number of reviews completed by program (activity) area. ■ Number of appeals in relation to decisions made. ■ Administrative costs as a percentage of awards. ■ Number of applications available and submitted electronically. ■ Usage of BC Arts Council website.	■ Two program reviews completed in 2003/04: ▪ Artists In Education ▪ Community Presenters. ■ On an annual basis, administrative costs remain below 10% of awards. ■ Capability to submit electronic application is established: ▪ Operating grants 2003/04 ▪ All programs 2004/05.

Alignment with Government's Strategic Plan

The strategic direction of the British Columbia Arts Council is consistent with the priorities of the Provincial Government. By working towards its vision and goals, the British Columbia Arts Council can contribute in a positive and meaningful way to the achievement of the Province's strategic plan, in particular towards the development of:

- A strong and vibrant provincial economy; and
- A supportive social infrastructure.

Council programs recognize the contribution made by artistic expression and innovation, diversity in cultural traditions and vital arts and cultural organizations towards economic renewal and to individual and community well being.

Summary Financial Outlook

Fiscal Year	2002/03 (000s)	2003/04 (000s)	2004/05 (000s)	2005/06 (000s)
TOTAL REVENUE	11,338	11,299	11,282	11,674
Government Appropriation	11,174	11,174	11,174	11,674
LivEntertainment Fund*	164	125	108	0
TOTAL EXPENSES	11,338	11,299	11,282	11,674
Grants & Contributions	11,114	11,075	11,058	11,450
Administration	224	224	224	224
OPERATING INCOME (LOSS)	0	0	0	0
NET INCOME(LOSS)	0	0	0	0

* LivEntertainment Fund - The Council manages the LivEntertainment Fund that was established through a surcharge on tickets at the Ford Theatre in Vancouver. The Fund will be expended in 2004/2005.